



ABORIGINAL SKILLS AND EMPLOYMENT TRAINING STRATEGY

Manual of Instruction for the Completion of Annual Operational Plans

November 2014





Purpose

The five-year Strategic Business Plan (SBP) developed by the ASETS Agreement Holder at the beginning of ASETS, identified priorities as well as short, medium and long term objectives. For the extension year of ASETS, Agreement Holders will be asked to complete an amendment template which compliments the organizations original SBP. The SBP amending template allows organizations to identify and highlight new priorities and objectives they plan to achieve for the amending year. An Annual Operational Plan (AOP) will be required for 2015-2016 describing the activities and associated expenses which are planned in the coming fiscal year that will move the organization toward achieving the priorities and objectives set out in the SBP.

The AOP consists of two parts that together provide an overview of your plans for the coming year:

- Part A: Annual Activity Plan (AAP) (Annex A); and,
- Part B: Annual Expenditure Plan (AEP) (Annex B).

The AOP:


- provides the foundation for financial and activity monitoring that will be conducted by Service Canada (SC) at both the ASETS Agreement Holder and, if applicable, ASETS sub-agreement holder levels. Details on how the AOP will be used in monitoring are available in the ***ASETS Recipient Financial and Activity Monitoring Guide***;
- provides baseline information against which progress toward meeting the SBP priorities and objectives can be measured;
- identifies annual performance targets against which progress will be assessed; and,
- provides an opportunity to identify when changes are required to the priorities in the SBP.

Requirements

For the extension year of ASETS, Agreement Holders will be required to submit their AOP and SBP amending template to SC by January 9, 2015. It is important to note that no funds will be advanced or issued to an ASETS Agreement Holder until the amendment is finalized.

Section 7 of Schedule D states that: “The Recipient shall implement its activities in each fiscal year during the Period of Agreement in accordance with its operational plan for that year.”

This means that activities not included within the approved AOP ***will not be considered eligible expenditures*** under ASETS for that fiscal year.



If there are changes in implementing the planned activities during the year, the AOP may be revised as long as written approval is received from SC before the changes are implemented.

As the funds for ASETS come from four different funding streams (Employment Insurance (EI) Part II; Consolidated Revenue Fund (CRF); Child Care (CRF) and First Nations Job Fund (FNJF)) **they must be reported upon separately.** Therefore, whenever you assign funds to an activity or project it is important that it be identified as EI, CRF, Child Care (if applicable), or FNJF (if applicable).

The FNJF was introduced as a component of ASETS in 2013. The FNJF is tied to reform of the on-reserve Income Assistance Program (IAP) which is being implemented jointly by Aboriginal Affairs and Northern Development Canada (AANDC), and SC. This reform is being phased in over four years between 2013 and 2017. ASETS Agreement Holders will only receive funding under the FNJF once both Departments have determined through a joint planning process that the conditions for successful implementation of IAP reform are in place. Not all ASETS Agreement Holders will receive funding through this new funding stream. **Only ASETS Agreement Holders who have been invited to submit a FNJF proposal or has a previously approved FNJF proposal will be required to complete the funding columns for planned FNJF activities in the AOP.**






General Instructions

The AOP consists of two parts that together provide an overview of your plans for the coming year:


- Part A: AAP (Annex A); and,
- Part B: AEP (Annex B).

The AAP and AEP have been designed to work together by using the same activity and cost categories. A colour scheme has been developed to visually assist you in identifying the categories throughout the documents.

The legend for the categories used in the documents is as follows:

	Administration
	Core Program Services
	Funded Program Activities
	Partnership Development
	Child Care

The AAP is formatted using Microsoft Word as it will contain mostly text.
The AEP is formatted using Microsoft Excel as it will contain mostly financial data.

A decorative header at the top of the page features a row of light blue silhouettes representing a diverse group of people. The silhouettes include individuals of various ages, a person in a wheelchair, a person with a cane, and a person pushing a stroller, all set against a light blue background.

Once both parts are complete, have each part signed as indicated:

- AAP signature is required on the last page; and,
- AEP signature is required on Table 1 – Summary and the Cash Flow Forecasts Tables 4, 5, 6 and 7.

Once signed the complete package should be submitted to your SC contact. **The completed AOP is due on or before January 9, 2015.** Given the timelines for the submission of the Annual Operational Plan, the amount of carry-forward to be requested from fiscal year 2014-2015 into 2015-2016 may be unknown; therefore, a carry forward plan will be requested later in the fiscal year.

The following pages will provide detailed instructions on how to complete the templates.



PART A: ANNUAL ACTIVITY PLAN

The AAP template is where you will describe the activities you plan to do in the coming year. The activities are broken into sections which link to the costs identified in Part B: AEP.

There are 4 columns to complete in the AAP template.

1. **SBP Links:** identify links between the planned activities and the priorities and objectives established in the SBP.
2. **Description of Supporting Activities:** describe the activities planned in each section for the coming year.
3. **Time-Frames:** identify when in the year the activity will take place.
4. **Annual Goals/Targets:** This column is optional to complete. This section can be used to help develop annual targets and is seen as a best practice tool.

Additional instructions for each section are provided below. Rows may be added throughout the document to meet the specific needs of your organization, but **please ensure that you clearly identify how the content relates to the costs identified in your AEP.**

A. Administration


In this section you will provide an overview of the administration associated with implementing your ASETS agreement. The descriptions you provide here will reflect the expenditures you identify under the Administration column on Table 2 in your AEP. You are asked to provide descriptions in four administrative areas (Administration (general), Professional Services, Organizational Capacity Building, Communication and Marketing Activities) for the ASETS Agreement Holder and ASETS sub-agreement holders.

Where appropriate, you should demonstrate where your descriptions link to the priorities and objectives identified in your SBP.

Administration (general): In this section, describe the activities associated with the costs identified under administration in the following sections of Table 2 in your AEP:

- (i) Salaries, Wages and Related costs;
- (ii) Non-Salary Operating Costs; and,
- (v) Capital Purchases.

For ASETS sub-agreement holders, these costs will be identified under Administration in Table 3B Funded Program Activities – Sub Agreements.



Your description should include:

- an overview of the staff involved with the administration of the ASETS agreement;
- a description of the formula used to assign administration costs to ASETS (if applicable);
- the formula used to divide costs between EI, CRF and FNJF (if applicable); and,
- planned capital purchases not related to child care (if applicable). NOTE: additional information may be required to support capital purchases over \$5,000.

Professional Services: In this section you should describe the activities associated with the costs identified under Administration in section (iii) Professional Services in Table 2 in your AEP. This would include:

- contracts that you will be using in the upcoming fiscal year to support the administration of the ASETS agreement (e.g. audit, IT support, bookkeeping etc.)

Organizational Capacity Building: This section relates to the priorities and objectives related to internal capacity identified in your SBP. You will describe the activities associated with the costs identified under administration in section (iv) Organizational Capacity Building in Table 2 in your AEP. Examples of what might be included are:

- internal human resource needs (e.g. training, recruitment, retention etc.);
- development of service delivery tools; and,
- technology improvements.


NOTE: there is no limit placed on the resources which can be dedicated to organizational “capacity building” activities; however, these activities are categorized as Administration and must fit within the overall 15% limit on Administration expenditures.

Communication and Marketing Activities: This section relates to communication and marketing objectives identified in section 3.5 in your SBP. Costs associated with Communications and Marketing activities may have been captured under a number of categories in Table 2 of your AEP.

Describe Communication and Marketing activities/special projects that you will be developing to work with your employer community in identifying in-demand occupations in your area and what you will do to encourage employers to hire individuals once trained in these occupations. The communication and marketing activities should ensure that clients, partners, and employers are aware of your ASETS funded labour programs, services and (if applicable) child care. You may add as many rows as needed.

B. Core Program Services

This section relates to the service delivery structure described in your SBP and the costs identified under the Core Services Columns in Table 2 and Table 3B of your AEP.



In this section, briefly describe for the coming fiscal year, core services delivered by the ASETS Agreement Holder and ASETS sub-agreement holders.

Core Services are defined as client assessment, case management, and the services that would be provided under an Employment Assistance Services (EAS) agreement such as the development of a Return to Work Action Plan, sharing labour market information, job search skills, employment counseling, job placement services, case management and follow-up of a participant in an employment program.

In this section, also identify actions planned to improve the efficiency and effectiveness of your service delivery structure as set out in section 3.1 (*Service Delivery Structure*) of your SBP. For example, actions to:

- improve client access to programs and services by telephone, Internet or in-person;
- improve the level of service provided at points of service;
- establish or enhance service standards;
- improve monitoring of locally delivered programming and services;
- achieve efficiencies through new collaborative or contracted arrangements;
- achieve efficiencies by realizing economies of scale in administrative services; and,
- improve access and the cultural relevance of services to targeted clientele such as women, youth, persons with disabilities, clients with multiple barriers to employment, and clients across all cultural groups (i.e. First Nation, non-status, off-reserve, urban, Métis and Inuit).

C. Funded Program Activities

This section relates to the information provided on Demand Driven Skills Development in your SBP. Please describe the activities related to the costs in the following sections of your AEP:

- Table 3A Agreement Holder Program Costs;
- Table 3B Funded Program Activities – Sub-Agreements (costs listed under Funded Programs); and,
- Table 3B Funded Program Activities - Third Party (costs listed under Funded Programs).

The Funded Programs Activities section in the AAP describes details for all funded program activities. The activities for the Agreement Holder, Sub-Agreements and Third Parties will explain how programs are to be delivered to respond to labour market demand and supply. The types of activities will reflect the organizational structure of the Agreement Holder (by type of program, by organization unit, by specific project etc.). The activities described in this section will correspond to the budget amounts identified in tables 3A and 3B within the AEP (agreement holder, sub-agreement holder and third party program activities). You may add as many rows as needed.



D. Partnership Development Activities

This section relates to the Partnership Strategies described in section 3.4 of your SBP, and describes the partnership costs identified in Table 2 and Table 3B in your AEP.

In the AAP, please describe what activities your organization will be undertaking to maintain existing partnerships and plans for developing new partnership arrangements for the coming fiscal year. You may add as many rows as needed.

Please note that informal and formal partnerships should not be confused with existing and new partnerships. Existing partnerships would entail partnerships that are currently in place, regardless if they are informal or formal. New partnerships can entail partnering with an organization that you have never partnered with before or previously had a partnerships with, but currently do not have a partnership arrangement with.

Planned sources of funding and any significant achievements in support of the priorities set out in section 3.4 (*Partnership Strategies*) of the SBP should be identified in the AOP as well.

E. Child Care Activities (if applicable)

This section relates to the costs identified in Table 3B Funded Program Activities – Child Care of the AEP.

Under Program Delivery describe child care programs and services planned for the coming fiscal year in support of the priorities set out in your organization’s SBP and the approach to delivering the child care component of your ASETS agreement including program administration.

Under Capital, describe any capital investments planned related to child care programming in the coming fiscal year.

Please note that only those ASETS Agreement Holders who receive Child Care funding need to include this section in their AOPs.

F. Target Setting

In this section you will identify targets related to the activities described in the AAP. Targets must be identified for the following indicators:

- Clients Served;
- Clients Employed/Self-Employed;
- Return to School;

Please refer to the **Target Setting and Reporting Bulletin** (Annex C) for further information on how to complete this section.



PART B: ANNUAL EXPENDITURE PLAN



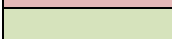


The AEP template is where you will detail the costs associated with implementing the activities described in your AAP. Together the two documents form your AOP.

The AEP consists of:

- Instruction worksheet;
- Organizational Information;
- Table 1 – Summary (page protected – information pulled from Tables 2 – 7);
- Table 2 – Detail Worksheet (organization’s administration costs);
- Table 3A – Funded Programs (Agreement Holder program costs);
- Table 3B – Funded Programs (Sub-Agreements, Third Party and Child Care);
- Table 4 – EI Cash Flow Forecast;
- Table 5 – CRF Cash Flow Forecast;
- Table 6 – Child Care Cash Flow Forecast (if applicable); and,
- Table 7 – FNJF Cash Flow Forecast (if applicable).

Throughout the tables, you will be asked to enter information using the same categories as the AAP.

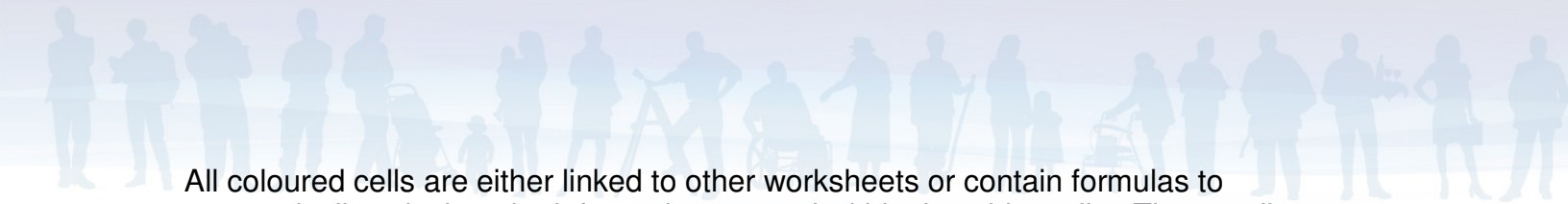
The legend for the categories used in the documents is as follows:

	Administration
	Core Program Services
	Funded Program Activities
	Partnership Development
	Child Care

Important to know:

This document has been formatted to minimize the amount of times you are required to enter information. Formulas and links have been inserted to help roll-up data for you where possible. For that reason, the worksheet is protected and you will only be able to enter data in certain areas.

In general, white cells are where you will enter information. They are not protected in this document to allow the information to be updated or changed if required. **The exception to this is “PART B – Table 1 Summary” worksheet** which pulls information from other cells in the entire workbook. All the data in “Part B – Table 1 Summary” will automatically be populated from the information you enter on other sheets.



All coloured cells are either linked to other worksheets or contain formulas to automatically calculate the information entered within the white cells. These cells are locked in order to protect the formulas within the spreadsheet.

If you experience trouble when developing your AEP, please contact your SC representative for support.

Organization Information

This worksheet gathers basic financial information about your organization which will automatically populate the “Funds Available” category on Table 1 and the “Funding” column on Tables 4, 5, 6 and 7. Information in this tab will also create a header on every worksheet in the workbook. To complete this section, you will be required to enter the following information in the cells as follows:

- Legal name of the organization;
- Fiscal year (i.e. 2013-2014; 2014-2015);
- EI project # - file number assigned for this funding stream;
- EI total annual allocation*;
- CRF project # - file number assigned for this funding stream
- CRF total annual allocation*;
- Child Care project # - (if applicable) file number assigned for this funding stream
- Child Care total annual allocation*;
- FNJF project # (if applicable) - file number assigned for this funding stream
- FNJF total annual allocation*; and,

* NOTE: If you are not sure of your annual allocation, please verify with your SC representative.


TABLE 1 – Summary

You will not be able to enter data into this worksheet as it is locked to protect the formulas and links to other worksheets.

This worksheet rolls-up/summarizes the data entered in other worksheets. The data in this table is pulled from cells in worksheet Tables 2, 3A and 3B. When you update the data in the worksheets for “Organization Info” or Tables 2, 3A or 3B, the information in “Table 1 - Summary” will update automatically.

TABLE 2 – Detail Worksheet for ASETS Agreement Holder Administration Shared Costs

This worksheet enables you to enter all anticipated administrative costs for your organization. It will also allow you to indicate places where costs are shared among administration, core services and partnerships.

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- Administration (A): What is the total administration costs required for EI, CRF, Child Care (if applicable) and FNJF (if applicable) for each line item?
 - Core Services (B): What is the total amount of core services for EI, CRF and (if applicable) FNJF for each line item?
 - Partnerships (C): What is the total amount of partnership costs for EI, CRF and (if applicable) FNJF for each line item?
 - Variance: This column is to assist you in ensuring that your totals balance. It will compare the sum of the amounts entered in A, B and C to the Total Amount Coded to ASETS. There should be a zero in this column – if not, recheck your allocation.

In each cost category, examples of line items are provided. Additional rows are available for you to list your organization’s anticipated administration costs. With the exception of formula cells (shaded in yellow), all data within this worksheet must be entered manually.

TABLE 3A – Funded Program Activities – ASETS Agreement Holder Program Costs

This worksheet enables you to list all the program activities that you identified in your AAP and indicate the EI and/or CRF and/or (if applicable) FNJF funds allocated for each activity. The totals will be calculated automatically and the information will roll-up to the appropriate section on the “Table 1- Summary”.

TABLE 3B – Funded Program Activities – Sub-Agreements, Third Party and Child Care

This worksheet expands on the previous AEP table entitled “Transfers to Third Parties”. There are 3 tables to complete within this worksheet: Sub-Agreements, Third Party and Child Care. List the program activities that you identified in your AAP (under the Program Activities and Child Care sections) and indicate the EI and/or CRF and/or (if applicable) FNJF funds allocated for each activity. Only the cost categories applicable to each table are listed for you to complete. The totals will be calculated automatically and the information will roll-up to the appropriate section on the “Table 1 – Summary”.

TABLE 4, 5, 6 and 7 – EI, CRF, Child Care and FNJF Cash Flow Forecast

In these worksheets, you will enter your initial Cash Flow Forecast amounts for EI, CRF, Child Care (if applicable), and FNJF (if applicable) funding. You will then **update these sheets and submit them each time you submit a claim.**

ASETS Agreement Holders will be able to manually enter in the amount of carry-forward for 2015-2016 in the forecast of cash flow upon submission of a carry-forward plan and review/approval by SC.

The Cost Categories are the same as those used in the “Table 1 – Summary” worksheet and the total funding amounts will automatically populate using the information from the “Table 1 – Summary” worksheet. On these worksheets you will demonstrate your funding requirements during the year. You will fill in the **monthly** amount required by cost category. The quarterly amount will automatically be calculated using the monthly data entered.

The variance column will help you to verify if you have allocated all your funds across the year. All cells in this column should have a zero balance. If there is a green number in the column, it means you have funds remaining to allocate in that row. If there is a red number in this column, it means you have over-allocated the available funds in that row.

Data entered into the Cash Flow Forecasts do not populate other worksheets within the workbook (spreadsheet). These sheets will become working documents to help you manage cash flow during the year. Each time you submit a claim you should update the cash flow replacing the estimated expenditures with actuals for the period. You will then be able to see if you are on track with your spending. This will also provide you with helpful information to know if you need to adjust spending or reallocate funds.

Annex A – Annual Activities Plan



AAP 2015-2016.docx

Annex B – Annual Expenditures Plan



AEP 2015-2016.xlsx

Annex C – Target Setting and Reporting Guidelines



Target Setting and
Reporting Guidelines :